

AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS

2005-2009



**DEPARTMENT OF FINANCE AND ADMINISTRATION
MANAGEMENT SERVICES
INCLUDING
DISBURSING OFFICER**

FUNCTIONAL AREA: CONSTITUTIONAL & ADMINISTRATIVE

AGENCY STRATEGIC PLAN APPROVAL FORM

FOR THE FISCAL YEARS

2005-2009

Richard A. Weiss

Director

TABLE OF CONTENTS

AGENCY: DEPARTMENT OF FINANCE AND ADMINISTRATION

MISSION.....	Page 1
GOALS	Page 1

PROGRAM: MANAGEMENT SERVICES

DEFINITION.....	Page 2
GOALS, OBJECTIVES, STRATEGIES.....	Page 2
PERFORMANCE MEASURES	Page 4

PROGRAM: INTERNAL SERVICES

DEFINITION.....	Page 9
GOALS, OBJECTIVES, STRATEGIES.....	Page 9
PERFORMANCE MEASURES	Page 10

STRATEGIC PLAN

Agency Name	Department of Finance and Administration
Agency Mission Statement: Provide leadership and value-added assistance to all state agencies in the administration of resources for the State of Arkansas.	

AGENCY GOAL 1:

Instill good management practices in Arkansas State Government and provide consistent, cost-effective, and efficient resources necessary to effectively serve the public.

STRATEGIC PLAN

Agency Name		Department of Finance and Administration
Program		Management Services
Program Authorization		ACA 19-4-101 to 19-4-2004
Program Definition: Program Funds-Center Code: <u>0610P01</u>		The Management Services Division consists of the Offices of Accounting, Budget, Personnel Management, State Procurement, Intergovernmental Services, Criminal Detention, Employee Benefits Division, Quick Copy, Internal Audit and Disbursing Officer. These offices are charged with the responsibility of making certain that expenditures, purchases, use of property, appropriation and personnel are carried out in accordance with the laws of the State. These offices also provide other agencies of state government with services to assist them in meeting their primary goals and objectives.
AGENCY GOAL(S) #	1	
Anticipated Funding Sources for the Program:		General, Special, Federal, Cash

GOAL 1:

To provide assistance to the Governor, General Assembly and all state agencies to ensure uniformity, accountability, and efficiency in the management of human and financial resources necessary to perform their missions.

OBJECTIVE 1: (Sub-Funds Center Code to be assigned by DFA - Accounting)

To provide direct support and services that advise and assist all state agencies with their administrative processes and functions with a maximum level of satisfaction and efficiency through offices of Accounting, Budget, Personnel Management, State Procurement, Intergovernmental Services, Criminal Detention, Employee Benefits Division, Quick Copy and Internal Audit.

STRATEGY 1:

Develop policy guidelines to ensure financial resources are effectively and efficiently managed under an integrated accounting and reporting system.

STRATEGY 2:

Assist state agencies in the development and maintenance of annual and biennial budgets.

STRATEGY 3:

Develop policy guidelines to ensure that human resource issues, employee recruitment, retention, and discipline are fairly and uniformly addressed and implemented.

STRATEGIC PLAN

STRATEGY 4:

Consolidate the commodities and services and establish purchasing rules and guidelines to ensure that the State of Arkansas maintains a fair and competitive procurement process.

STRATEGY 5:

Track federal grants requested by state agencies and coordinate the awards and distributions of federal grants from the Drug Law Enforcement Program and the Victims of Crime Assistance Acts.

STRATEGY 6:

Coordinate the Criminal Detention Facilities Review Commission in enforcing jail standards and performing inspections to ensure compliance.

STRATEGY 7:

Provide a comprehensive and cost-efficient package of insurance benefits for the State of Arkansas workforce.

STRATEGY 8:

Provide reprographic, binding and graphic design products and services to state agencies.

STRATEGY 9:

Provide assistance to agencies through compliance and operational audits, investigations and review and recommendations to ensure accountability, integrity and efficiency.

OBJECTIVE 2:

To administer non-agency specific appropriations consistent with legislation.

STRATEGY 1:

Disburse State's contributions, miscellaneous grants and expenses, and various special use appropriations as authorized by the General Assembly.

OBJECTIVE 3:

To administer holding accounts to assist agencies with unforeseen issues that arise between legislative sessions.

STRATEGY 1:

Provide appropriation in the event that sufficient appropriation was not provided by the General Assembly for overtime, regular salaries, personal services, refund to expenditures, miscellaneous federal grants, workforce investment programs, Work Force 2000, career service, cash appropriation, shared technology systems, and miscellaneous transfers.

STRATEGIC PLAN

Agency Name	Department of Finance and Administration
Program	Management Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Issue CAFR 120days after final submission of financial statements from all state agencies, colleges, universities and associations affiliated with the State <i>Goal 1, Objective 1</i>	Published CAFR	≤120 days	≤120 days	≤120 days	≤120 days	≤120 days
Annual update of the State of Arkansas Accounting Policy and Procedures Manual <i>Goal 1, Objective 1</i>	Published revised manual	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no
All budgets, related documents, work products delivered to the Executive and Legislative Departments as required <i>Goal 1, Objective 1</i>	Internal Tracking	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no
Interim Legislative Reporting submitted to Legislative Review Committees with no instances of errors <i>Goal 1, Objective 1</i>	Internal Tracking	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no
Increase number of hits to Office of Personnel Management web page by improving informational communication and interaction with agencies and public <i>Goal 1, Objective 1</i>	Report on hits to web page	Establish Benchmark	3% increase over FY05	4% increase over FY06	5% increase over FY07	6% increase over FY08

STRATEGIC PLAN

Agency Name	Department of Finance and Administration
Program	Management Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Increase attendance to quarterly meetings by agency and institutions Human Resource personnel to discuss policies, procedures, and related HR matters. Attendance Percentage. <i>Goal 1, Objective 1</i>	Attendance roles from quarterly meetings	80%	80%	80%	80%	80%
Provide mandatory series of courses required for employees moving into supervisory/management roles to enhance supervisory skills <i>Goal 1, Objective 1</i>	Training records of supervisory employees attending mandatory classes and agency statistics on grievances filed.	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no
Continue to work in conjunction with Legislative Research to get approval from the legislature to conduct research in order to make a recommendation on implementation of a new pay plan for the State of Arkansas <i>Goal 1, Objective 1</i>	Contact with other State governments, private industry and surveys to obtain data and information needed for the study.	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no
Percent of purchase dollars spent with minority owned suppliers <i>Goal 1, Objective 1</i>	Based on agency reports compared with total dollars	< 1%	> 1%	> 1.2%	> 1.3%	> 1.4%
Percent of cost savings generated by purchasing from multi-state buying cooperative contracts <i>Goal 1, Objective 1</i>	Calculate % based on retail or prior contracts compared to current multi-state contracts	4%	4.5%	5.0%	5.5%	6%

STRATEGIC PLAN

Agency Name	Department of Finance and Administration
Program	Management Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Number of commodity, technical and professional services contracts developed/processed by calendar year <i>Goal 1, Objective 1</i>	Calculation-Add number of contracts completed per yr by type	3,100	2,900	2,700	2,500	2,300
Average cycle time for sale dollars to reach state agency (M&R) <i>Goal 1, Objective 1</i>	Calculation-from time commodity is received into M&R to time funds are sent to agency	90 days	80 days	70 days	70 days	70 days
Provide notice of federal grant applications and award notices received by the State Clearinghouse pursuant to A.C.A. 19-7-601 <i>Goal 1, Objective 1</i>	Applications, completed forms, paper and electronic notices Will report # of applications vs. award notices	Submit report	Submit report	Submit report	Submit report	Submit report
Accept, review, award and monitor federal grant applications for DLEP and VJA programs Submit grant closeout reports reconciliation of federal funds at the lowest funding level <i>Goal 1, Objective 1</i>	Management reports. Two on site visits per year; reconciliation of quarterly performance and fiscal reports	Submit report	Submit report	Submit report	Submit report	Submit report
Perform mandated annual jail inspections to determine compliancy and non-compliancy issues. <i>Goal 1, Objective 1</i>	Physical jail inspections; reports of findings	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> yes <input type="checkbox"/> no

STRATEGIC PLAN

Agency Name	Department of Finance and Administration
Program	Management Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Percent Compliant with Federal Mandates (Health Insurance Portability Accountability Act, Consolidated Omnibus Budget Reconciliation Act, Dept. of Labor requirements) <i>Goal 1, Objective 1</i>	EBD's ARBenefits System, Health Flash (HIPAA Knowledge Management System)	Establish Benchmarks	85%	90%	92%	95%
Compliant percentage on evaluation of cost effectiveness of the health plan <i>Goal 1, Objective 1</i>	Use of management indicators from ARBenefits system and performance measures	Establish Benchmarks	90%	92%	95%	97%
Increased eligibility accuracy by compliant percentage <i>Goal 1, Objective 1</i>	Eligibility data maintained in ARBenefits System	Establish Benchmarks	90%	95%	96%	97%
Evaluate the cost and quality of pilot wellness initiatives by increase of return on investment (Percentage increase of return on investment over previous fiscal year) <i>Goal 1, Objective 1</i>	Vendors data, ARBenefits Systems Claims data and member satisfaction	Establish Benchmarks	1%	2%	2.5%	3%
Percentage of positive responses to customer satisfaction surveys compared to total number of surveys. (Quick Copy) <i>Goal 1, Objective 1</i>	Customer satisfaction surveys	85%	87%	89%	91%	93%

STRATEGIC PLAN

Agency Name	Department of Finance and Administration
Program	Management Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Annual Weighted Average Audit Satisfaction Survey Results for each audit project <i>Goal 1, Objective 1</i>	Outcome Survey - calculation of score (Satisfactory 3.0 or higher on a scale of 1 to 5)	≥ 3	≥ 3	≥ 3	≥ 3	≥ 3
Percent of Performance of Quality Assurance Reviews completed on each audit project within 30 days after the completion of the project <i>Goal 1, Objective 1</i>	Internal Tracking	86%	87%	88%	89%	90%
Percent of audit engagements meeting minimum quality assurance standards set by the office <i>Goal 1, Objective 1</i>	Internal Tracking	86%	87%	88%	89%	90%
Percent of final audit reports to be issued within 7 business days after the audit exit conference <i>Goal 1, Objective 1</i>	Internal Tracking	76%	77%	78%	79%	80%
Number of current year audit findings issued that were repeated from prior audit <i>Goal 1, Objective 2 & 3</i>	Legislative Audit Reports	None	None	None	None	None

STRATEGIC PLAN

Agency Name		Department of Finance and Administration
Program		Internal Services
Program Authorization		ACA 19-4-101 to 19-4-2004
Program Definition: Program Funds-Center Code: <u>0610P02</u>		Internal Services consists of the Offices of the Director, Administrative Services and Information Services. These offices are charged with the responsibility of providing services primarily to the Department of Finance and Administration and assuring that functions are carried out in accordance with state and federal laws.
AGENCY GOAL(S) #	1	
Anticipated Funding Sources for the Program:		General, Special, Federal, Cash

GOAL 1:

To provide information and assistance to the Department ensuring uniformity, accountability, and efficiency in the management and utilization of administrative functions.

OBJECTIVE 1: (Sub-Funds Center Codes to be assigned by DFA – Accounting)

Provide centralized administrative service to the department and its employees.

STRATEGY 1:

Oversee departmental collection and distribution of revenues and agency compliance with the State's administrative guidelines; provide economic and tax structure information for the State.

STRATEGY 2:

Provide administrative and management functions for the Department.

OBJECTIVE 2:

Provide the department integrated, user-friendly, and cost effective information and management systems.

STRATEGY 1:

Manage the costs for development, data processing, enhancement and operation of information technology resources for the Department.

STRATEGIC PLAN

Agency Name	Department of Finance and Administration
Program	Internal Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007	FISCAL YEAR 2008	FISCAL YEAR 2009
Forecast conditional state gross and net available general revenues. <ul style="list-style-type: none"> Monitor and analyze revenues monthly Evaluate each fiscal year forecast quarterly upon receipt of new state and national economic data Analyze and forecast effect of changes to the general revenue tax structure and incorporate any impacts in the general revenue forecasts. <i>Goal 1, Objective 1</i>	National and state econometric forecasts: regression and statistical analysis based on Revenue Division data, income and employment data from the Bureau of Economic Analysis, and the Economic Census of the state and other sources.	Report actual vs. forecast for current fiscal year	Report actual vs. forecast for current fiscal year	Report actual vs. forecast for current fiscal year	Report actual vs. forecast for current fiscal year	Report actual vs. forecast for current fiscal year
Number of current year audit findings issued that were repeated from prior audit <i>Goal 1, Objective 1</i>	Comparison of data: current fiscal year vs. previous fiscal year	None	None	None	None	None
Compare Management and Internal Services and Disbursing Officer performance measures and results. Percentage of achievement. <i>Goal 1, Objective 1</i>	Program performance measures; reports of results	90%	92%	94%	95%	96%
Agency information technology budget as a percentage of total agency budget (excluding refunds). <i>Goal 1, Objective 2</i>	Calculation, Financial Reports	12.9%	12.6%	12.3%	12.1%	11.9%
Number of proprietary information systems maintained by agency staff or through contractual services. <i>Goal 1, Objective 2</i>	Count, Internal records	161	161	161	161	161